

National Aeronautics and  
Space Administration  
Langley Research Center

# News Researcher

Biweekly Employee and Contractor Publication

Volume 18 ♦ Issue 20 ♦ Oct. 8, 2004

## New Leaders Named

### Assignments Announced At Sept. 28 Town Hall Meeting



Langley Research Center Director Roy D. Bridges Jr. offers some background on the Center's reorganization before announcing the members of the new senior leadership team on Sept. 28 at a town hall meeting in the H.J.E. Reid Conference Center. "I am now personally interfacing with all the boxes that you see here and the people in them," he said.

Photo by Jeff Caplan

By **JIM ROBERTS**  
*Researcher News editor*

Langley Research Center Director Roy D. Bridges Jr. announced the Center's new senior leadership team on Sept. 28 at a town hall meeting in the H.J.E. Reid Conference Center.

The assignments took effect on Oct. 3, the beginning of the new fiscal year and the first day under the organizational structure developed by Deputy Director Lesa Roe's Kick Start team.

Bridges called the reorganization "a critical step in the transformation of Langley." At the same time, he reiterated a common theme from the reorganization process: "It's not about the boxes."

Here is how the new organization is staffed:

■ **Corporate Unit: Bridges and Roe** remain Director and Deputy Director.

**Doug Dwoyer** is Associate Director for Operations, **Cindy Lee** is Chief of Staff, and **Carl Gray** is the Deputy Associate Director for Integration Management.

■ **Research, Science and Technology Product Units** are customer-focused, largely self-sufficient organizations responsible for providing competitive products and/or solutions for NASA's Mission Directorates and external customers in their business areas.

**Jerry Newsom** is head of the Aeronautics Research Directorate, **Mark Saunders** is head of the Exploration Systems and Space Operations Technology Directorate, and **Lelia Vann**

Continued on Page 5

## The Aerospace Corp. Lands \$49M Contract

By **MARNY SKORA**  
*Langley Research Center*

NASA selected a federally funded research and development center sponsored by the Air Force to provide independent engineering assessment support.

The Aerospace Corporation of El Segundo, Calif., will provide NASA management with timely, objective, non-advocacy

assessments of the health and status of agency current and potential programs. The assessments will be in key technical programmatic areas, including safety, design, engineering process, manufacturing, assembly, operational mission capabilities, cost, schedule and risk.

The value of the Indefinite Delivery Indefinite Quantity (IDIQ) cost-plus-fixed-fee, task order contract is \$49 mil-

lion over five years. Administered at Langley Research Center, the principal work locations are the contractor's facility in El Segundo and at Langley.

Types of assessments provided by the Aerospace Corporation will also include technical, management, cost, risk, environmental impact, mission trajectory, resource use, analyses of instruments, spacecraft and launch vehicle designs,

systems engineering, fabrication, assembly, test and launch operations. The contract will also provide services to conduct management, scientific and technical studies.

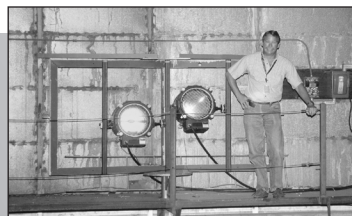
*Marny Skora is head of Langley's Public Affairs Office.*

### Inside This Issue:



#### Langley Participates In Ft. Eustis Event

Page 2



#### Staples Receives Suggestion Award

Page 3

**NASA Vision:** To improve life here, To extend life to there, To find life beyond  
**NASA Mission:** To understand and protect our home planet • To explore the Universe and search for life  
To inspire the next generation of explorers ... as only NASA can



Around the Agency

SPACEFLIGHT MAY DECREASE HUMAN IMMUNITY

A NASA-funded study has found the human body’s ability to fight off disease may be decreased by spaceflight. The effect may even linger after an astronaut’s return to Earth following long flights.

In addition to the conditions experienced by astronauts in flight, the stresses experienced before launch and after landing also may contribute to a decrease in immunity.

Results of the study were recently published in “Brain, Behavior and Immunity.” The results may help researchers better understand the effects of spaceflight on the human immune response. They may also provide new insights to ensure the health, safety and performance of International Space Station crewmembers and future spacefarers on extended missions.

“Astronauts live and work in a relatively crowded and stressful environment,” said Duane Pierson, the study’s principal investigator and NASA Senior Microbiologist at Johnson Space Center. “Stresses integral to spaceflight can adversely affect astronaut health by impairing the human immune response. Our study suggests these effects may increase as mission duration and mission activity demands increase.” RELEASE: 04-320

JSC DEVELOPING DRILL FOR USE ON MARS

It will be drilling for information first, then for resources, though oil is not likely to be among exploration targets.

The futuristic drilling rig, under development at Johnson Space Center (JSC), is designed for use on the moon or on Mars. It is being tested, in conditions in some ways similar to Mars, through Oct. 3, at the Eureka Weather Station.

The station is on Ellesmere Island in Canada’s Artic Nunayut province about 690 miles from the North Pole. Jeffrey A. George is manager of the Mars Drill Project at JSC. The Canadian tests are being done in cooperation with Ames Research Center and with faculty members from two Canadian institutions, McGill University in Montreal and the University of Toronto. Baker Hughes Inc. of Houston, a company with a rich oil field history, is participating in the project under a Space Act Agreement with NASA.

Setup exercises with the drill were held recently at JSC. Because it is designed for use on other planetary bodies, the drill has weight, size and power consumption limits, said project engineer Brian Derkowski. Power consumption is about 100 watts, enough to illuminate a bright household light bulb. Drill components are designed for minimum weight and size.

Because of weight and volume constraints, it cannot, like traditional drilling rigs, use drill pipe or drilling mud. The apparatus consists of a power source, a control box and the drill itself. For still images of the drill setup exercises at JSC on the Internet, visit: <<http://www.jsc.nasa.gov/news/marsdrill.html>>. RELEASE: 04-318

Ft. Eustis Industry Day



Mark Motter (right), an employee in Langley Research Center’s Electronic Systems Branch, demonstrates the “High Dimensional Flying Control Testbed” at Fort Eustis’ Aviation Applied Technology Directorate Industry Day. The research involving the former Army target drone was funded by Langley’s Creativity & Innovation initiative. Motter is studying full autonomous flight, including a “push-button” takeoff, programmable flight patterns, approach and hands-off landing.

Video still by Gary Banziger

NASA Appropriations Update

A continuing resolution has extended NASA’s FY 04 funds to Nov. 20. A lame-duck session of the current Congress will begin the week of Nov. 15. At that time, all remaining unfinished appropriations bills — likely to include the VA, HUD and Independent Agencies — are expected to be rolled into an omnibus measure. NASA is an Independent Agency.

The situation as of press time: In July, the House VA, HUD and IA Appropriations Subcommittee reduced the Administration’s request for FY 05 of \$16.2 billion by recommending an appropriation of \$15.1 billion. On Sept. 21, the Senate Appropriations Committee recommended an appropriation for NASA in FY 05 of \$16.38 billion, with \$800 million specified for Shuttle return-to-flight and Hubble Space Telescope servicing. The two versions will be reconciled in a final bill.

In Memoriam

Herbert Jay Cunningham

Herbert Jay Cunningham died on July 23 at the age of 83. Cunningham, a native of St. Clairsville, Ohio, worked as an aeronautical research engineer at Langley Research Center and was a recognized expert in wing flutter. He was the author of many technical reports and the recipient of a Special Achievement Award in 1984 and the Nastran Achievement Award in 1986. He retired in 1988 after 43 years of government service.

Robert S. Swanson

Robert S. Swanson died on Sept. 7 at the age of 89. Swanson, a native of Bridgeport, Neb., worked at Langley Research Center from 1938 to 1947. He was assigned to the Atmospheric Wind Tunnel and and is credited with improving various tunnel testing procedures.

Swanson formed Astro Consultants Co. in 1958 and served as its president until 2000. He held memberships in many organizations, including the American Institute of Electrical Engineers and the American Astronautical Society.

Editor’s Note

This is the last edition of the Researcher News I will produce. I have enjoyed my five and a half years at Langley Research Center, but it is time for me to move on. I am pursuing an opportunity with Northrop Grumman I think will be good for me personally and professionally.

I would like to thank everyone I have worked with and for since 1999, especially my colleagues at Science and Technology Corp. and Planners Collaborative and in Langley’s Office of External Affairs. There are too many people to thank individually, but I would like to single out Jeff Caplan, who is a good friend and a great photographer. His work made my work easier and always made the paper a more attractive product.

I wish everyone at Langley continued success.

Jim Roberts

Read the Researcher News online at <<http://researchernews.larc.nasa.gov>>.

News Researcher

The Researcher News is an official publication of Langley Research Center, National Aeronautics and Space Administration, Hampton, Va., 23681-2199. It is published every other Friday in the interest of all Langley employees, contractors and retirees and has a circulation of approximately 7,200. It is distributed to all Langley employees, contractors, retirees and on-site university personnel, with limited distribution to NASA Headquarters, other NASA centers and, by special request, to other non-NASA individuals and organizations. Questions related to the content and distribution of the Researcher News should be addressed to Keith Henry, Mail Stop 115, (757) 864-6120. Submit contributions and off-site address changes to the editor via e-mail <[j.r.roberts@larc.nasa.gov](mailto:j.r.roberts@larc.nasa.gov)>, fax (757) 864-6477, telephone (757) 864-8150 or Mail Stop 147. Articles, photos and announcements are due by 5 p.m. the Monday following the date of this issue.

Managing Editor ..... Keith Henry

Editor..... Jim Roberts  
Planners Collaborative/  
Science and Technology Corp.

Assistant Editor ..... Bill Uher  
Planners Collaborative/  
Science and Technology Corp.

Photographer..... Jeff Caplan  
Planners Collaborative/  
Science and Technology Corp.

The privilege of listing announcements in this publication is restricted to the employees, contractors and retirees of the Langley Research Center. Articles must be offered without regard to race, color, religion, sex or national origin. All materials are subject to editing.

The Researcher News accepts signed letters to the editor from Langley Research Center employees, on-site contractors and retirees. Letters are limited to 250 words and will be edited only for grammar. When necessary, letters may be edited for space, but only with the author’s approval. Letter-writers are limited to one submission on a topic every six months. Questions regarding this policy should be directed to Keith Henry, managing editor, at 864-6120 or <[h.k.henry@nasa.gov](mailto:h.k.henry@nasa.gov)>.



# Helios Mishap Board Releases Report

By **ALAN BROWN**

*Dryden Flight Research Center*

The board that investigated the loss of the remotely operated Helios Prototype aircraft released its final report in September. Tom Noll, deputy director of Langley's new Systems Engineering Directorate, served as chair of the board.

The board determined the mishap resulted from the inability to predict, using available analysis methods, the aircraft's increased sensitivity to atmospheric disturbances, such as turbulence, fol-

lowing vehicle configuration changes required for the long-duration flight demonstration.

The Helios Prototype aircraft involved in the mishap was a proof-of-concept solar electric powered flying wing designed to operate at high altitudes for long duration flight. The failure occurred during a flight from the U.S. Navy's Pacific Missile Range Facility (PMRF) on the Hawaiian island of Kauai on June 26, 2003.

The propeller-driven aircraft was fly-



Noll

ing under guidance of ground-based controllers from AeroVironment, Inc. in Monrovia, Calif., the plane's builder and operator, with assistance from Dryden Flight Research Center personnel.

The aircraft was destroyed when it sustained structural failure and fell into the Pacific Ocean. No other property damage or any injuries occurred as a result of the mishap.

The lightweight, flexible flying wing

took off at 10:06 a.m. local time. At 10:22 and 10:24 a.m., the aircraft encountered atmospheric turbulence, typical of conditions expected by the test crew, causing abnormally high wing dihedral (upward bowing of both wingtips).

Unobserved mild pitch oscillations began, but quickly diminished, according to post-test data analysis.

*Elvia Thompson of NASA Headquarters also contributed to this story.*

## Mlynczak Receives Michigan Alumni Award

By **KATHERINE LORENTZ**

*SAIC*

Langley Research Center employee Martin G. Mlynczak received an Alumni Society Merit Award from the University of Michigan's department of atmospheric, oceanic and space sciences on Oct. 8.

The award was established to "honor alumni who personify the college's tradition of excellence and who have achieved significant accomplishments in their professional lives." Awards are given each year to graduates from each academic department, and recipients are selected by departmental committees.

This summer, Mlynczak received a telephone call from one of his dissertation committee members and professors announcing his award. "I was completely taken by surprise with the news," he said. "I am truly honored by the recognition."

Mlynczak, who received his doctorate

in atmospheric sciences from the University of Michigan in 1989, is a senior research scientist in the Atmospheric Sciences Competency. Langley's Advanced Study Program (ASP) funded Mlynczak's graduate study.

Taking advantage of the ASP "was a very positive experience," Mlynczak said. "I had only been a Langley employee for nine months when I went to Michigan for my PhD."

Mlynczak left Langley for two years to complete his coursework. He returned in 1988 to finish his dissertation and to "dive" into his research.

The ASP was established in the 1940s to "provide Langley scientists, engineers and administrators an opportunity to improve their proficiency in aeronautical and space research and earn graduate credit while at Langley." While in school,



Mlynczak

employees in the program receive tuition support.

"The ASP enabled and fostered a relationship with the University of Michigan and with the broader scientific community," Mlynczak said. "Throughout my career, I have worked with many associates from Michigan, including members of my dissertation committee, in on-going collaboration."

Specifically, two of Mlynczak's most recent projects, SABER (Sounding of the Atmosphere using Broadband Emission Radiometry) and the FIRST instrument (Far-Infrared Spectroscopy of the Troposphere), involve collaborations enabled by his experience at the University of Michigan.

Recently, Mlynczak was also honored as a member of the research team chosen by the World Meteorological

Organization for its 2005 Norbert Gerbier-Mumm International Award, which rewards an original scientific paper on the influence of meteorology in a particular field of the physical, natural or human sciences. In 2003 he received the NASA Exceptional Scientific Achievement Medal. Mlynczak is also a 1998 recipient of Langley's Floyd L. Thompson Fellowship, another opportunity he said "continues to have benefits for me and the Center today."

In 1981, Mlynczak earned his bachelor's degree in physics from the University of Missouri, and in 1984 he earned a master's degree in meteorology from the University of Wisconsin. He has been with Langley Research Center since 1985.

*Katherine Lorentz works for SAIC in support of Langley's Atmospheric Sciences Competency.*

## Agency Announces One NASA Peer Award Program

NASA recently announced the One NASA Peer Award Program, a non-monetary award program that recognizes demonstration of One NASA behaviors.

Nominations are open to all members of the NASA Family — civil servants and contractors — who demonstrate One NASA behavior under one or more of the following themes:

■ **Making decisions for the common good:** asking questions to ensure that others have considered the good of the agency; considering cross-functional and cross-center implications in decision-making; holding leaders responsible for making decisions based on One NASA; collaborating to leverage existing capabilities; exploring opportunities for collaboration across the agency; sharing lessons learned with other NASA installations; building supportive relationships with colleagues across the agency; acknowledging unique aspects of each installation and its history; encouraging and facilitating mobility and development opportunities for employees; and encouraging multi-center collaborations.

■ **Standardization that demonstrates efficiency:** leveraging expertise

and resources from other installations; developing or supporting new tools and processes for working with other centers; sharing expertise and resources with other installations.

The award program features three "non-monetary" awards with increasing levels of visibility and recognition:

■ **Individual or Team Award:** An award presented locally at each center (including Headquarters and the Jet Propulsion Laboratory) as the behavior is identified.

■ **Center Best Award:** All local Individual or Team Award recipients are re-evaluated by a Center-wide team, and one is selected for the Center Best Award.

■ **Agency Best of the Best Award:** The 11 Center Best Award candidates are re-evaluated by the One NASA Team to award one "Best of the Best" agency-wide award, to be presented in early calendar year 2005.

*For more information, including a nomination form, visit <[www.onenasa.nasa.gov](http://www.onenasa.nasa.gov)> or contact Karen Ridlon at 864-3194 or Manjula Ambur at extension 864-2384.*

### Employee Suggestion Award



Langley Research Center employee Ronald D. Staples poses next to two studio lights being used to support testing for free-flight projects in Langley's Full Scale Tunnel. Staples saved the Center \$54,000 by suggesting that the lights, which were being discarded from Bldg. 1298, be stored and then transferred to the Full-Scale Wind Tunnel for use. The suggestion, made through the Center's Employee Suggestion Program, resulted in an award for Staples. For more information about the Employee Suggestion Program, visit the OHR Web site at: <<http://ohr.larc.nasa.gov>> or contact Karen Ridlon at 864-3194.

*Photo by Paul Bagby*



*‘Hallmarks of Success’*

## ‘The Little Laser That Could’

### Aculight Corp. Grows Into A Thriving Defense Contractor

**Editor’s note:** This is the fifth in a series of articles about small, high-tech, high-risk companies that have partnered with NASA through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. Each one is different — different sizes, different locations, different technologies — yet all have become successful and are considered to be “Hallmarks of Success.”

By **SHERI BEAM**  
Langley Research Center

If the company you work for goes out of business, but you want to keep going, what do you do?

For five laser engineers, the decision was easy: form your own company.

More than 10 years ago, the five engineers were working for a large company in the Seattle area that made lasers when the owner decided to close up shop. But they knew what they wanted to do and even had potential customers.

Today, their company, Aculight Corp., is a thriving business located in Bothell, Wash. Four of the original five engineers still work there, along with more than 50 others.

One of those five engineers is Dennis Lowenthal, now vice president of research and development.

“When we started this company, it was in part cause we were out of work, but we also did have the imagination about now I want to get products into people’s hands,” Lowenthal said.

The company’s first contract was a small, laser modeling analysis contract with Sandia National Laboratories in New Mexico, but it wasn’t long after that Aculight partnered with Langley Research Center through NASA’s SBIR Program. This gave Aculight an opportunity to work on something they really wanted to do.

“We wanted to work on pumped solid-state lasers, and the SBIR program was one way we could begin to make that happen,” Lowenthal said.

The firm began building a diode-pumped laser set up that could be used to measure ozone and water vapor.

According to Larry Petway of Langley’s Systems and Engineering Laser and Electro-Optical Branch, the Aculight work “did give us a better understanding of the technology we were pursuing.”

Today, they continue to work with Langley on different types of lasers that will be used to monitor global ozone levels from space. The current work involves trying to infuse a Langley technology into a new system. However, for the system to be successful, it will rely on experimental crystals, being developed by another firm, Scientific Materials Corporation in Bozeman, Mt. (Scientific Materials was profiled in the June 4 edition of the Researcher News.)



According to Larry Petway of Langley Research Center’s Systems and Engineering Laser and Electro-Optical Branch, the Aculight work “did give us a better understanding of the technology we were pursuing.”

*Photo by Jeff Caplan*

Developing the crystals has been tricky, because of the excessively high temperatures needed in the growth process. “If the material development and system development all come together, Langley will have an instrument that is worth the investment,” Petway said.

Petway said his branch also had Aculight develop a nonlinear code under a separate contract.

The firm also has an SBIR contract with NASA’s Jet Propulsion Laboratory on a laser that may be used for NASA water vapor Lidar programs.

Aculight works with other government partners besides NASA. Through an SBIR contract from the U.S. Air Force, the company developed a unique laser for telecommunications applications.

For Lowenthal and the others, it was very exciting. They took a laser with a

beam that spread all over the place, and by putting a few objects around it, in a very smart way, they were able to get a very narrow, column beam that can focus in a single-mode fiber.

“We said, ‘My god, this is the first time that you can do that with diode lasers, so this has got to be very important,’” Petway said.

Then, to commercialize one of its key technologies in the telecommunications market, Aculight actually spun out a new company, called nLight Photonics.

Today, with the Air Force, they’re developing new applications for their semi-conductor lasers. The goal is to use the lasers in medical diagnostics and in aircraft defense systems against shoulder-fired and other types of heat-seeking missiles. Aculight hopes this new class of lasers will upgrade the Air Force’s current

laser-based missile defense system for aircraft.

The firm also has been working closely with the U.S. Navy on a variety of laser research projects, including optical powering and undersea communications. And, with the Army, they’ve partnered on helicopter pilot retinal display development.

President and CEO Don Rich says, “Aculight has always served both defense and commercial markets and is pleased that our recent growth in our defense-related business will help to develop new laser technologies which can be applied to our commercial business sectors when the economy recovers.”

Rich was brought on board in 2003 to help grow the company in yet another area: a flex-line production system, enabling them to turn out more products when necessary.

“One of the things I was brought in to do is take those technologies that we’ve been working on in the lab and to regrow them in something we can actually build applications against and solve some real problems and produce some real products that people will actually pay money for.”

As a result, the company is always looking for dual-use applications, and most of their technologies have industrial or medical applications.

When asked about how the firm finds new applications for their technologies, Lowenthal said, “It just comes from your experience base, the people you talk to — you’re making those connections. You don’t necessarily have all those pieces in your head, but you talk to your colleagues, your customers, investors, things come together.”

For industry, they’re developing applications for fiber optic sensing, micromachining, and as a source for high-power amplifiers.

In medical applications, they’re working on new methods for treating various diseases of the eyes, such as macular degeneration, and for diagnosing cancer, in partnership with Harvard Medical School and Massachusetts General Hospital.

Although he’s still fairly new to the young, successful firm, Rich recognizes where Aculight’s real value lies.

“Any company, in your growth your assets are your people — they walk out the door every night. Take care of them, and they’ll take care of you,” Rich said.

One of those assets is Lowenthal, and now with a very successful track record and a new move toward manufacturing, how does he feel?

“It’s going to be so much more satisfying, having started this company, to see us shipping boxes out the door that people really want to buy.”

*Sheri Beam is in charge of marketing and media relations for Langley’s Small Business Partnership Team.*



# Leaders

*Continued from Page 1*

will serve as acting head of the Science Directorate. **Ajay Kumar** is head of the Systems Analysis and Advanced Concepts Directorate, and **Vince Rausch** is Deputy Director.

The Science Directorate (SD) will include those functions within the Atmospheric Science Competency and the Earth and Space Sciences Program Office that are necessary to keep this organization competitive in today's environment. Additional functions have been added to support the anticipated growth in space science.

The Systems Analysis and Advanced Concepts Directorate (SAACD) functions as a research, science and technology product unit for systems analyses and advanced concepts for the NASA Headquarters Associate Deputy Administrator (ADA) for Systems Integrations, Director of Advanced Planning, NASA Chief Financial Officer, and NASA Chief Engineer.

■ **Core Resources Units** develop resources into a source of key competitive advantage for the Center and allocate the use of these resources in accordance to Center priorities.

**Steve Sandford** is head of the Systems Engineering Directorate, **Steve Jurczyk** is head of the Research and Technology Directorate, and **Wilson Lundy** is head of the Center Operations Directorate. **Howard Lewis** will serve as acting head of the Flight Research Services Directorate.

The Systems Engineering Directorate (SED) will include all of the systems engineering activities currently resident in the Systems Engineering Competency; Aerodynamics, Aerothermodynamics and Acoustics Competency; and Aerospace Systems Concepts and Analysis Competency.

Within the Systems Engineering Directorate, **Tom Noll** is the Deputy Director, **John Cox** is the Chief Engineer, **Jim Yu** is the Associate Director for Technology Projects, and **Luat Nguyen** is the Associate Director for Flight Projects.

Within the Research and Technology Directorate, **Steve Reznick** is the Deputy Director, **Jerry Kegelman** is the Associate Director for Aerodynamics, Aerothermodynamics and Acoustics, **John Malone** is the Associate Director for Structures and Materials, and **Doug Arbuckle** is the Associate Director for Airborne Systems.

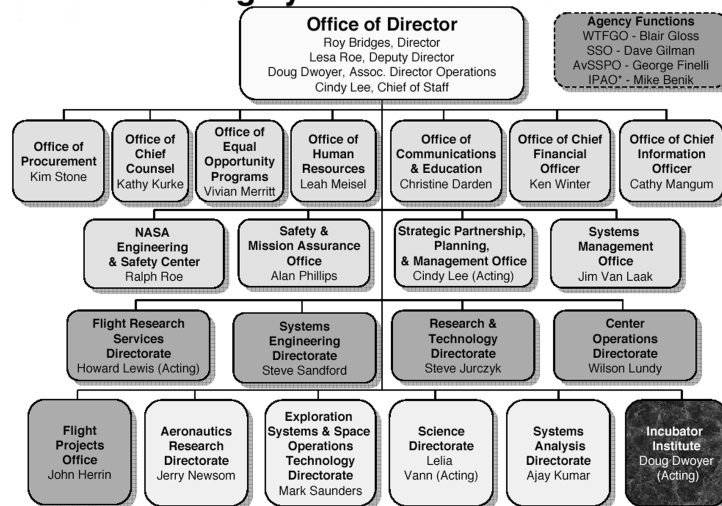
■ **Strategic/Management Units** apply strategic focus to areas of interest to the Center or agency and assist in ensuring that the Center and agency strategy is effectively implemented.

**Ralph Roe** is head of the NASA Engineering and Safety Center, **Alan Phillips** is head of the Safety and Mission Assurance Office, and **Jim Van Laak** is head of the Systems Management Office. **Lee** will serve as acting head of the Strategic Partnership, Planning and Management Office (SPPMO).

The Strategic Partnership, Planning, and Management Office (SPPMO) is established to provide the SLC with adequate information to ensure optimum Centerlevel benefits are achieved through



## Langley Research Center



*"I am now personally interfacing with all the boxes that you see here and the people in them."*

**Roy D. Bridges Jr.**

the integration and strategic balance of the Center's current and future business activities and partnerships.

Within the SPPMO, **Bruce Holmes** is the Deputy Director for Partnerships, **John Hinkle** is the Deputy Director for Planning and Management Systems, and **Ming Tang** is the Associate Director for Military Programs.

■ **Shared Services Units** provide commonly used services to meet the needs of other Center organizations cost-effectively and responsively; they are driven by what the "customer" wants.

**Kim Stone, Kathy Kurke, Vivian Merritt, Leah Meisel, Ken Winter** and **Cathy Mangum** remain in their positions as heads of the Office of Procurement, Chief Counsel, Equal Opportunity Programs, Human Resources, Chief Financial Officer and Chief Information Officer. **Christine Darden** is head of the newly formed Office of Communication

and Education, and **Sam Massenburg** is the Deputy Director.

■ **The Project Unit:** **John Herrin** is head of the Flight Projects Office.

■ **The Incubator Institute** (ii), is a unique internal research and development organization that acts as a Product Unit where the customer is potentially anyone, internal or external. The organization is self sufficient in terms of having all resources required to find new business opportunities. The ii's resources and infrastructure, especially its bid and proposal process expertise, is shared as a core resource to the Center.

**Dwyer** is acting Director of the Incubator Institute, and **Rich Antcliff** is Deputy Director. **Dennis Bushnell** is Chief Scientist, and **Mark Shuart** is Associate Director for Transformation Projects.

■ **The Headquarters Functions** are staffed at the agency level: **Blair Gloss**

heads the Wind Tunnel Facilities Group Office; **Dave Gilman** heads the Science Support Office; **George Finelli** heads the Aviation Safety and Security Program Office; and **Mike Benik** heads the Independent Program Assessment Office.

"These people are going to have a tough job," Bridges said, "but with your support, we can do this. We can transform Langley."

Bridges said the new leadership team would participate in a retreat from Oct. 4-6, and the next step would be to fill the subordinate leadership positions at the GS-15 level.

"We are looking for servant leaders," Bridges said. "Not people interested in getting ahead, the pay, the power and all those other things."

■ *For more information, visit Langley's Kickstart web site: <<http://kickstart.larc.nasa.gov/>>.*



**FOR SALE:** 1993 Chevy 1500, five speed, 10-CD changer, bedliner, needs transmission, \$2,500 or best offer. Call 826-1862 or 288-8108.

**FOR SALE:** 1992 Ford Taurus GL, two-tone grey, 160K miles, V6, \$1,000 or best offer. Call 930-4808.

**FOR SALE:** Cable Nelson piano, solid wood, very old, excellent condition, \$650 or best offer. Call 850-5510.

**FOR SALE:** Ladies' red fox coat, medium, \$550; ladies' Norwegian silver fox jacket, medium, \$450; Nordic Track ski machine \$100; treadmill, \$100. Call 865-2590.

**FOR SALE:** Large Papasan chair with tan tropical pattern cushion, \$50; white baby crib with mattress, includes Mickey Mouse bedding/bumper/wall art, \$100. Call 867-9697.

**FOR SALE:** Computer desk, 36 by 20 inches with pull-out keyboard shelf, monitor shelf and storage compartment, like new, \$50. Call 877-3459.

**FOR SALE:** Stove/oven range, refrigerator, baby furniture with Classic Pooh accessories, Ethan Allen coffee and end tables, all in great condition. Call 342-5348 for more information.

Langley Research Center's Alumni Association (LAA) will meet at 11:30 a.m. **Oct. 12** in the private dining room of Langley's cafeteria. Colin Britcher of Old Dominion University's aerospace engineering department will speak about magnetic levitation (MAGLEV) and the experimental prototype MAGLEV transit system at ODU.

Langley Research Center's Federal Women's Program (FWP) will host a "Strategies for Your Future" conference from 7:30 a.m. to 4:30 p.m. **Oct. 14** in the H.J.E. Reid Conference Center. The theme for the conference is "Reinvigorate, Refocus and Revolutionize!" Two learning tracks will be offered: professional development and personal effectiveness.

The guest speaker will be Patrick Grady, author of “Who Moved My Cheese?”

For more information or to register, visit:  
<[http://oeop-r.larc.nasa.gov/fw\\_p\\_conference/index.html](http://oeop-r.larc.nasa.gov/fw_p_conference/index.html)>.

Langley Research Center will host a One NASA Leader-Led Workshop on **Nov. 1** in the H.J.E. Reid Conference Center. The event will include updates on agency transformation efforts, agency strategy for space exploration and Langley's role in current and future missions and programs.

For more information, visit: <http://onenasa.nasa.gov/>.

Jefferson Lab will host the following Fall

■ **Kristen Kulp**, a cancer research scientist with the Biology and Biotechnology Research Program at Lawrence Livermore National Laboratory, will present “What’s for Dinner? Avoiding Toxins Lurking in Your Food.”

The presentation is free and open to the public. For security purposes, attendees are asked to enter at Jefferson Lab's main entrance on Onnes Drive.

For more information, call 269-5102 or visit: <http://education.jlab.org/science-series/currentseries.html>.

The American Red Cross will host its final Langley Research Center blood drive of the year on **Nov. 24** in the H.J.E. Reid Conference Center. Langley employees, contractors and retirees are invited to participate. Civil servants should charge their time to "Excused Leave."

For more information, contact Connie Small at 864-2564 or <Connie.J.Small@nasa.gov>.

“Forces of Nature,” a new IMAX film documenting earthquakes, tornadoes, volcanoes and other destructive natural forces, opened at the Virginia Air and Space Center in August. “Forces of Nature” is a National Geographic film, funded in part by the National Science Foundation.

For showtimes and advance tickets, call 727-0900, ext. 703 or visit the VASC web site at: <http://www.vasc.org>.

The Virginia Air & Space Center will host “NASA Appreciation Days” from **Oct. 8-11**. NASA employees and retirees will receive free admission to the museum and other benefits, including \$10 off the purchase of a membership, a 20 percent discount in the Museum Store, and \$20 off the price of a paver.

The VASC is Langley Research Center's official visitor center.

For more information, contact  
Jessica Wharton, Membership  
Coordinator, 727-0900, ext. 718.



The VASC is Langley Research Center's official visitor center.

Ames Research Center will host the 11th National Advisory Committee for Aeronautics (NACA) reunion from **Sept. 30** through **Oct. 2, 2005**. For information, contact the NACA Reunion XI organizing committee at (650) 604-1032, <nacareunion11@mac.com> or NACA Reunion XI, NASA Ames Research Center, Mail Stop 207-1, Moffett Field, CA 94035-1000.

## NASA LaRC Diversity Day

### October 8, 2004

**11:00 a.m. – 1:00 p.m.**

### H.J.E. Reid Conf. Center

---

**11:00 a.m.** - Welcome

Vivian B. Merritt  
Head, LaRC Office of  
Equal Opportunity Programs

**11:05 a.m.** - Children's Presentation

LaRC Child Development Center  
Kathy Skinner, Director  
Wanda Hatchett & Mattie Rouse

**11:20 a.m.** - Introduction of Speaker

Dr. Dorothy Hayden-Watkins  
Assistant Administrator, NASA Office of  
Diversity and Equal Opportunity

**11:25 a.m.** - Guest Speaker

Dr. Johnnetta B. Cole  
President, Bennett College for Women

**12:00 – 1:00** - Food Sampling / Cultural Exhibits /  
Health Information / Cultural Videos